



United States Department of the Interior  
National Park Service  
National Center for Preservation Technology and Training

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**National Center for Preservation Technology & Training  
National Park Service**

**3rd Floor Conference Room, Main Building  
Ellis Island National Monument  
New York, NY**

**October 18, 2004**

**MINUTES  
PRESERVATION TECHNOLOGY & TRAINING BOARD**

**Preservation Technology & Training Board Members Present:** Mr. Roy Eugene Graham (Chair), Mr. Lou Gallegos, Ms. Patricia O'Donnell, Dr. Frank Preusser, Mr. Robert Silman (Vice Chair), Mr. de Teel Patterson Tiller (Designated Federal Officer), Mr. Norman Weiss

**Board Members Absent:** Mr. Norman Koonce

**National Center for Preservation Technology & Training Staff:** Mr. Kirk Cordell (Executive Director), Mr. Kevin Ammons, Mr. Sean Clifford, Mr. Andrew Ferrell, Dr. Mary Striegel

**National Park Service Headquarters Staff:** Dr. Janet Snyder Matthews, Dr. Martha Graham

**Members of the Public:** Dr. Richard Wagner

**CALL TO ORDER.** Chair Graham called the meeting to order at 9:40 AM.

**Welcome.** Chair Graham welcomed the members of the Preservation Technology & Training Board (Board), and extended a special welcome to Dr. Janet Snyder Matthews, Associate Director, Cultural Resources. On behalf of the Board, Chair Graham expressed appreciation to the staff at Ellis Island National Monument for their work in preparing for the board meeting.

**Certification of the meeting.** Chair Graham asked Mr. de Teel Patterson Tiller, Designated Federal Officer (DFO), to certify the meeting. Mr. Tiller greeted the Board. He informed the Board that the meeting had been announced in the *Federal Register* as required by the Federal Advisory Committee Act (43 CFR Part 102-3.150 (a)). He certified the meeting and said that a quorum was present in compliance with the Board's by-laws and charter.

**Approval of minutes.** Chair Graham asked for a motion to approve the minutes from the spring 2004 Board meeting. Ms. Patricia O'Donnell made the motion and Dr. Frank Preusser seconded it. **The motion passed unanimously.**

**NPS NATIONAL REPORT.**



## **Associate Director, Cultural Resources.**

Dr. Janet Matthews said that the Board's challenge is to advise the Center on how to productively address the Center's needs relative to the distinctive set of problems associated with historic preservation. She encouraged the Board to develop specific advisory recommendations in response to the Center's needs. Dr. Matthews reported on a meeting that included Director Fran Mainella and Louisiana Congressional Representative Jim McCrery at which the history and purpose of the Center, the current budget, and considerations of the Center's future were discussed. Dr. Matthews thanked the Board members for their professional expertise and their commitment of time.

Dr. Matthews reported that the Government is on a continuing resolution, which will continue funding the Government until a new appropriation is in place. Many budgetary considerations are on hold until after the election on November 2. Dr. Matthews advised the Center that it could distribute its call for PTT Grants but noted that the Center would not know how much it would have in grant funds until the Center's budget was established.

**Budget outlook.** Mr. Tiller reported that the prognosis for the FY 2005 appropriations line that pays for the Center and other programs would likely be flat this year. He reminded the Board that since cost of living expenses are increasing, the actual buying power for Center funds decrease even with flat appropriations. Mr. Tiller told the Board that there had been a likely \$899,000 increase in NR&P funds overall this year, but the funds were for specific projects and did not cover operating costs.

### *Discussion.*

1. Vice Chair Robert Silman informed the Board of the new Robert Silman Fellow for Preservation Engineering at the National Trust for Historic Preservation. Vice Chair Silman's firm, Robert Silman Associates, PC, endowed the 12-month fellowship for a graduate student. The Board considered whether there were other opportunities for fellowships, especially if the fellows could work at the Center. As a way to connect the Silman Fellowship with the Center, Ms. O'Donnell suggested that the fellow develop short briefs that the Center would post on the Website.
2. In response to Chair Graham's inquiry of whether NPS currently had a hiring freeze, Mr. Tiller reported that there was no hiring freeze, but there is no money to hire people, resulting in a de facto freeze.
3. The Board discussed how to make other members of Congress besides Representative McCrery aware of, and increase their support of, the Center.

### *Conclusion.*

1. The Board would add the following discussions to the next day's agenda for Board Work Groups –
  - Possible fellowships for NCPTT.
  - Ways to increase Congress's awareness of the Center.

## **STATE OF NCPTT.**

Mr. Cordell reported that, overall, the state of the Center is very good. Mr. Cordell reported that the Center has been busy and active. He is excited about the progress the Center is making and the directions it is taking. Mr. Cordell said that the Center was pleased to host NPS Director Fran Mainella in late August, and reported that both Director Mainella and Dr. Matthews have expressed their support for the Center. He appreciated their interest in the Center's budget. Mr. Cordell also reported briefly on the following –

**Board Appointments.** The new Board appointments are pending. Mr. Cordell will keep the Board informed. In response to inquiries from the Board, Mr. Tiller and Mr. Cordell explained that Mr. Cordell had compiled a packet of nominations, which had been sent forward earlier in the year. A new procedure, however, requires that the packet include letters of endorsement from professional societies. Mr. Cordell currently is working to address the new requirement. Mr. Tiller noted that the situation is not unique to the Board, but common to Federal advisory committees. Mr. Cordell reported that the Board nominees had all been notified of their nominations and had indicated

that they would serve, if appointed. Mr. Cordell also noted that Chair Graham and Mr. Norman Koonce's terms will expire on January 1, 2005, and said that he has asked these Board members to continue until new appointments are made.

**NCPTT Staff.** Mr. Cordell reported progress on staffing the Center. Mr. Cordell said that Mr. Sean Clifford was hired as the Web Development Specialist in August, and that Mr. Clifford has already made significant improvements to the Center's Website. The Center is advertising the positions of Materials Research Program Research Fellow, previously held by Dr. ElizaBeth Guin, and Managers for the Archeology & Collections and Architecture & Engineering Programs. The Historic Landscape Program Manager's position has yet to be classified. Mr. Cordell also reported that the Heritage Education – Louisiana Coordinator, Ms. Sheila Richmond, resigned in October. He said that the Center will wait until the FY 2005 budget cycle is completed before deciding how to fund the Heritage Education – Louisiana Program.

**Budget.** Mr. Cordell and Mr. Kevin Ammons reviewed the Center's budget. Mr. Cordell reported that the budget is flat. He also noted that NPS discretionary funds that the Center had used previously to fund summer interns were no longer available, and summer 2004 internships were paid out of lapsed salaries.

**Business Plan.** Mr. Cordell reported that Phase 2 of the Center's business plan had been completed. He said that Dr. Richard Wagner would brief the Board later in the meeting. In response to Chair Graham's comment about whether the Board would need to vote to accept the business plan, Mr. Cordell clarified that the Center was only seeking comments from the Board at this time.

**Web Portal.** According to Mr. Cordell, the Center's Web portal is nearing completion and would be available to the public soon.

**Annual Report.** Mr. Cordell referred to the NCPTT Annual Report 2003 in the Board's meeting materials. He said that, with the Board's concurrence, he would send it forward. Ms. O'Donnell made the motion, and Mr. Weiss seconded it. **The motion passed unanimously.** Mr. Tiller said that the report will go through a series of approvals before it is released publicly, and that he will discuss its distribution with Mr. Cordell and Chair Graham.

**Activities.** Mr. Cordell noted that the Center had had a productive year. He summarized some of the Center's activities over the past several months, including –

- The summer workshops of Heritage Education – Louisiana.
- *NCPTT At Issue* – “hot sheets” that the Center has developed as handouts to use at meetings, and in briefings, and information packets.
- The Summer Institute, a 2-week period in July 2004 featuring the courses developed for the Professional Development Program for Engineers in Historic Preservation.
- The distribution of PTT Grant funds.
- The Mid-Atlantic Cemetery Monument Conservation Seminar and Workshop, held in Washington, DC, in May 2004.
- The Center had eight interns on staff during the summer 2004; cooperated on three Historic American Building Survey (HABS) projects; and in September 2004, hosted a geographical information systems (GIS) training in preparation for the Cane River Heritage Area survey.

#### *Discussion.*

1. Dr. Matthews advised Mr. Tiller and Mr. Cordell to wait until after the election before taking additional action on the new Board appointments.
2. The Board considered Dr. Guin's move to be the Heritage Resources Program Coordinator at Northwestern State University as an opportunity to enrich the collaborative relationship between the Center and the university. In response to questions from the Board regarding Ms. Richmond's departure, Mr. Cordell said that, since summer is the busiest time of the year for the program, the program will be able to “coast” under the direction of Ms. Kim Bowen, the Assistant Program Manager, for the next few months.

3. The Board discussed the way in which funds related to projects and cooperative agreements were graphed for purposes of annual reports and budget briefings. Mr. Ammons explained that it is sometimes difficult to report on multi-year activities through the graphs and tables currently provided to the Board. The Board asked that the Center provide alternative presentations of, and more information on, projects and cooperative agreements and how they move through the Center and how they affect the historic preservation field so that Board members would be better able to advise the Center.
4. Chair Graham, on behalf of the Board, congratulated the Center's staff on the excellent FY 2003 Annual Report. The Board agreed that the report should be distributed to the Congress, industry, and at professional meetings as an effective means to inform the field about the Center.
5. For the FY 2004 Annual Report, the Board discussed including the Center's role as a convener, and referenced specifically the Center's hosting the US ICOMOS conference.
6. The Board complimented Mr. Cordell and the Center staff on their excellent work.

#### *Conclusion.*

1. The Center will develop additional and better ways to present information about projects and cooperative agreements.
2. Mr. Cordell will get the necessary approvals for the Center's FY 2003 Annual Report, and distribute it.

#### **LOUISIANA PARTNERS REPORT.**

**Northwestern State University.** Mr. Cordell reported that Dr. Kathleen Byrd, from Northwestern State University (NSU), was not able to attend the Board's meeting. He distributed materials that Dr. Byrd had provided to the Board.

#### **NCPTT ACTIVITIES.**

**Architecture & Engineering Program.** Mr. Andrew Ferrell reported on several of the Architecture & Engineering Program activities, including –

1. Preservation Engineering Initiative and the Summer Institute. Mr. Ferrell described the continuing development of the program for engineers in historic preservation, also mentioned by Mr. Cordell. Mr. Ferrell then reported on the success of the Summer Institute, a venue for teaching the program's courses. The courses were geared toward entry level students. Participants' evaluations were favorable, although the program did not attract as many students as hoped. The Center plans to offer the same courses in 2005. Mr. Ferrell said that further developments of the program were promising. He reported that he has been talking with archeologists and landscape architects about developing similar courses. Mr. Ferrell pointed out that the Summer Institute's success also favorably answered the question of whether Natchitoches could be a training destination.
2. Publications. The Center is working with the Athenaeum of Philadelphia to develop a publication on the history of concrete. The publication will be based on Charles Peterson's notes. Charles Peterson founded NPS's Historic American Buildings Survey (HABS).
3. AIA/HRC Symposia. The Center and the American Institute of Architects/Historic Resource Committee's Preservation Education Task Force will hold a series of symposia, beginning November 19-21, 2004, to better integrate historic preservation into the basic curriculum of professional architecture degree programs.
4. Lee H. Nelson Hall Historic Landscape. Mr. Ferrell reported progress on the Lee H. Nelson Hall Historic Landscape report and planning. The Center is working with the Olmsted Center for Landscape Preservation on this project.
5. Preservation and Sustainability. The Center is investigating developing a program on preservation and sustainability. Mr. Ferrell said that the program is still in the planning stages, but that it will provide Board members with the opportunity to lead workshops on related topics.

**Materials Research Program.** Dr. Mary Striegel provided the following update to the Board –

1. New Research. Dr. Striegel described two new research projects. The first partners the Center with the National Cemetery Administration in a 2-year study to investigate appropriate treatments for cleaning and maintaining

marble headstones. The second partners the Center with Cane River Creole National Historical Park to test five traditional lime wash recipes for use on park historic buildings.

2. National Cemetery Preservation Initiative. Dr. Striegel reported on several activities of the National Cemetery Preservation Initiative. The Center is part of an interagency task force developing maintenance and preservation policy for federally-issued headstones. The Center and its partner the Historic Congressional Cemetery also hosted the Mid-Atlantic Cemetery seminar and workshop in Washington, DC, on technologies to preserve cemetery monuments and grave markers. According to Dr. Striegel, the Center is attracting new audiences for this initiative, including monument builders. The Center is developing a schedule for future events and is considering offering seminars and workshops separately.
3. Other Studies and Activities. Dr. Striegel reported on several ongoing studies, including work on air pollution and conservation treatments, stone consolidants, and vitrification as a treatment on terrazzo floors. Dr. Striegel briefly described other professional activities in which she and the Materials Research Program participate.

#### **PTT Grants.**

1. Online Application and Review Process. Dr. Striegel and Mr. Ferrell read the names and descriptions of the 2004 PTT Grant awards to the Board. Dr. Striegel and Mr. Ferrell reminded the Board that the Center had adopted an online application form for the 2004 PTT Grants, which worked very well. Some of the review process was also done online. The 2005 PTT Grants application will also be online, as will more of the review process for the applications. Mr. Clifford has already begun evaluating these processes so that they appear simpler and more efficient to the user. Mr. Ferrell proposed additional changes in the review process which would make the process more efficient and effective. As Mr. Ferrell explained it, the grants will be reviewed by mini-panels, based on their specialty of study, that will meet by teleconference or video conference. The mini-panels will replace peer reviews on the grants.
2. Research Priorities. Dr. Striegel reported that about 40% of the awarded 2004 PTT Grants fit neatly into the research priorities that the Center had set. Mr. Ferrell noted that 2005 would be the third year for which the Center identified research priorities as part of the application; he thought that the Center would see more conformity in the upcoming grant cycle.

**Web Design and Implementation.** Mr. Clifford joined the Center staff in August 2004. He reported that Buan Consulting is developing the Center's Web portal through the Federal Preservation Institute. Mr. Clifford told the Board that he is in the process of planning a complete revision of the Center's Website. Some of the improvements that Mr. Clifford is making are –

- Revising the PTT Grants online system.
- Developing the NCPTT forum system to include better public and private discussion groups
- Building a content management system that will enable faster searches of the Center's Website. The entire Center staff will be responsible for maintaining the system.
- Developing an online catalog for locating and purchasing PTT Grant publications and newsletters.
- Developing monitoring tools and maintaining a more efficient NCPTT Intranet.

#### *Discussion.*

1. The Board expressed its appreciation and support for the Architecture & Engineering Program's various undertakings.
2. The Board noted the importance of maintaining professional relationships with Summer Institute alumni. Mr. Tiller agreed, and said that the benefits of developing this constituency should not be underestimated. Board members commented that a series of classes, from introductory to intermediate, and continuing education courses for alumni, would help foster professional relationships, and encouraged the Center to expand the curriculum to architecture and other preservation fields.
3. Mr. Cordell suggested that the Board Work Groups consider whether the Center should direct more of its funding to course development instead of PTT Grants. In response to the Board's question of how the Board could support the program's work, Mr. Ferrell encouraged the Board to serve as faculty for, and send students to, the Summer Institute and other courses.

4. The Board supported the proposed changes to the 2005 PTT Grant review process.
5. The Board discussed the need for PTT Grant research priorities. Dr. Striegel and Mr. Cordell reminded the Board that developing the priorities was an outgrowth of the Center's 2001 Forum, and was intended to focus the types of projects submitted. Chair Graham hoped that 80% of the grant proposals would conform to the research priorities. The Board supported the Center's continuing to articulate research priorities for the grant program, and encouraged the Center to try to increase the number of grant proposals that conform to the priorities.
6. The Board briefly considered issues surrounding search features of the Center's Website and portal, especially factors in developing a comprehensive vocabulary. Mr. Cordell acknowledged the importance of the issues and reminded the Board that Mr. Clifford's first priority had been to revise the online PTT Grants materials.

**THE BUSINESS PLAN, PHASE II.** Dr. Wagner began his presentation with a brief review of the history of the Center's Business and Strategic plans. Currently, Phase I of the Business Plan – to draft a conceptual framework of the Center as a business and identify Center-related products that were potentially income-generating – is complete. Dr. Wagner's discussion was on Phase II, which focused “on detailed examination of the potential of NCPTT to generate additional, non-federal, revenues for NCPTT through services, products, and research initiatives” (*Phase II Report: A Business Plan for the National Center for Preservation Technology and Training*, September 2004, page 1). Phase III will consider the results of the Phase II study and investigate branding issues for the Center. Dr. Wagner made the several recommendations to the Center, and suggested several strategies for achieving the recommendations. Dr. Wagner advised the Board to review the Phase II Report. A summary of some of his recommendations follows –

1. Increase constituents' loyalty to the Center by –
  - Offering professional training credits.
  - Developing a Fellows program.
  - Assisting PTT Grant recipients to disseminate publications and other products more widely.
2. Improve collaboration and strategic alliances with academic institutions, Federal agencies, non-profit organizations, and for-profit corporations.
3. Use the concept of “cause marketing” to secure sponsorship for the Center's workshops, training, and the proposed Fellows program.
4. Expand the Center's constituent base by –
  - Streamlining activities related to producing and distributing the Center's products.
  - Enhancing the Center's presence at conferences.
  - Improving the Website.
5. Develop products and services, and be ready to respond to requests for them.
6. Improve the Heritage Education – Louisiana Program by –
  - Increasing awareness of the program.
  - Improving the workshops and developing the program as a national model.

#### *Discussion.*

1. Not all Board members had received the meeting materials before the meeting, and Chair Graham expressed concern that the Board have the opportunity to review the material more fully. Scheduling considerations also limited the time that Dr. Wagner had to present his report. Mr. Cordell pointed out that the Board needed only to review the document, but did not need to vote on it.

#### *Conclusion.*

1. At Chair Graham's suggestion, the Board agreed that Board Work Groups could discuss the report the following day, if necessary.

**WALKING TOUR.** The Board took an approximately hour-long walking tour of South Ellis Island during the afternoon session.

**ROLE OF THE BOARD.** Vice Chair Silman presented several ideas to the Board regarding the Board's role with the Center. He referenced the Board's discussion at the spring 2004 Board meeting on this topic, and the possibility of the Board developing its own initiative. Vice Chair Silman suggested that the Board sponsor a conference on sustainability and preservation at the Wingspread Conference Center. He proposed to invite experts from each

respective discipline to begin to develop policy and guidelines for the preservation community. According to Vice Chair Silman, the Wingspread Conference Center is a small, directed conference facility that has expressed interest in housing the conference. Vice Chair Silman explained that the Board would need to find funding for the conference as well as develop the conference theme more thoroughly. Before pursuing those topics, however, Vice Chair Silman invited the Board to discuss whether a conference would be the kind of proactive action that the Board would want to pursue, and if there were other conference themes to consider.

#### *Discussion.*

1. The Board responded enthusiastically to the idea of a conference and the topic of sustainability. The Board discussed the perception of a relationship between preservation and sustainability generally, and agreed that it would pursue more specific discussion of this and other possible topics through the workgroups meeting the following day.
2. The Board noted the need to emphasize “preservation technology” for a conference, and to ensure a connection with the Center.
3. The Board expressed its concern that the Center be involved in, but not burdened with responsibilities for, the conference. In response to questions from the Board, Mr. Cordell said that he thought the idea of the conference was wonderful. Mr. Cordell noted that the Board’s perspective on its relationship to the Center seemed very productive. He added that the Center would be glad to devote time, thought, and money to helping the Board with the conference.
4. Board members considered whether the conference might be an effective tool for influencing public policy, perhaps through the “Secretary of the Interior’s Standards and Guidelines for Archeology and Historic Preservation” (often referred to as the Secretary’s Standards).
5. The Board asked Dr. Matthews and Mr. Tiller for their thoughts on a possible conference. Dr. Matthews said that sustainability is seen as an important concept currently, and therefore might be able to attract funding. Mr. Tiller noted that for the last 20 years there has been little debate on public policies regarding preservation, and that the notion of beginning to address the issue was exciting. Dr. Matthews and Mr. Tiller said that government funding currently is very tight, and that affecting government policy, such as the Secretary’s Standards, can take time and effort, but they were encouraging of the project.

#### *Conclusion.*

1. Chair Graham called for a motion to support the Board’s moving forward with the idea of a conference. Dr. Preusser made the motion and Mr. Gallegos seconded it. **The motion passed unanimously.**
2. The Board’s Work Groups will continue discussions of the topic during their sessions on October 19, 2004.

**FRIENDS OF NCPTT.** Mr. Cordell reported on the Friends of NCPTT. He explained that he is working to have a new Friends group absorb the original one, in part because the original group was located in Baton Rouge, LA, and associated with former Senator Bennett Johnston as much as with the Center. The new Friends of NCPTT needs to be directly linked to the Center and have a local presence. Mr. Cordell said that the new group also would not be limited to people with an interest in preservation, but could include people with influence and money. Board members suggested that the new group include former Board members.

**BOARD OFFICERS.** The Board noted the need for more time to consider nominations for Board officers. Mr. Tiller suggested that, for the interim, the Board would retain the current officers. Mr. Gallegos moved that this matter be tabled until the Board met in spring 2005, and Dr. Preusser seconded it. **The motion passed unanimously.**

**SPRING 2005 BOARD MEETING.** The Board agreed to meet the last week in March, tentatively March 27-29, 2005. The meeting venue will be decided at a later time.

**ADJOURNMENT.** Vice Chair Silman made a motion to adjourn the meeting. Ms. O’Donnell seconded the motion. **The motion passed unanimously.**

The meeting was adjourned at 5:00 PM.

Certified: \_\_\_\_\_ Date: \_\_\_\_\_

de Teel Patterson Tiller  
Deputy Associate Director, Cultural Resources, and  
Designated Federal Officer  
Preservation Technology & Training Board

Approved: \_\_\_\_\_ Date: \_\_\_\_\_

Roy Eugene Graham  
Chair, Preservation Technology & Training Board